

Business Administration MBA

Leadership Development

Goal Description:

The goal of the MBA degree is to develop business professionals prepared for leadership roles.

Providing Department: Business Administration MBA

RELATED ITEMS/ELEMENTS -----

RELATED ITEM LEVEL 1

Communication

Learning Objective Description:

Graduates of the MBA program should be able to demonstrate language and content that suits the intended audience and organize content in a logical sequence.

RELATED ITEM LEVEL 2

Communication Writing Assignments

Indicator Description:

Written assignments throughout the MBA courses will be assessed using a common rubric on four skills: 1) organization of ideas and content; 2) mechanics or writing; 3) professional format and use of conventions; and 4) professionalism. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

Criterion Description:

At least 80% of students meet or exceed expectations (score 3 or above) for each of the 4 aspects of written communication and overall.

Findings Description:

Learning objective being assessed: Communication (students will demonstrate language usage and content that suits the intended audience and organize content in a logical sequence.) Individual aspects assessed are listed below:

- 1. Organization of ideas and content
- 2. Mechanics of writing – sentence structure, paragraphs, grammar, punctuation, and spelling
- 3. Professional format and use of conventions
- 4. Professionalism

Learning objective aspect from the list above	Method of assessment: rubric with a score of 1 – 5 for each aspect.	Number* of students not meeting expectations (score of below 3)	Number of students meeting but not exceeding expectations (score of 3 - 4)	Number of students exceeding expectations (score of 5)	Total number of students assessed (sum of 3 previous columns)	Percent of students who met or exceeded expectations (column 4 +column 5)/column 6
1		2	14	12	28	92%
2		4	10	14	28	85.7%
3		4	8	16	28	85.7%
4		2	10	16	28	92%
Average across all 4 aspects		3	10.5	14.5	28	88.85%

RELATED ITEM LEVEL 3

Communication Writing Assignments

Action Description:

Upon review, the MBA Communication Assessment team determined that the previously used rubric for assessing written communication skills made it difficult to isolate students’ performance on certain skills areas, potentially leading to an inaccurate representation of student performance. To parse out the criteria and identify more specific areas for written communication improvement, the team revised the rubric with a focus on targeted skill areas and clarification of performance levels. For example, the description of the Organization competency was expanded to include content completeness, and skills related to citation/attribution were separated from issues related to document design. Descriptions of each skill level were written to increase usability of the rubric. The updated rubric is attached-.

The updated MBA written communication skills rubric will be used to assess student samples from two Fall 2024 sections of BUAD 5310: Managerial Communication. BUAD 5310 faculty will use the assessment rubric to evaluate their students’ submitted writing samples and will report the rubric results to the MBA Communication Assessment Coordinator by January 2025.

Attached Files
 [Action Plan Written Communication MBA.docx](#)

RELATED ITEM LEVEL 1

Critical Thinking

Learning Objective Description:

Graduates of the MBA program should be able to distinguish relevant and non-relevant information regarding a business problem and develop a valid argument in support of a conclusion.

RELATED ITEM LEVEL 2

Critical Thinking Assignments

Indicator Description:

Assignments throughout the MBA courses will be assessed using a common rubric on seven skills: 1) identify and summarize the problem/issue; 2) identify and present the student's own hypothesis, perspective, and position; 3) identify and consider other salient perspectives and positions; 4) identify and assess the key assumptions; 5) identify and assess the quality of supporting data/evidence; 6) identify and consider the influence of

context on the issue; 7) identify and assess conclusions, implications, and consequences. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

Criterion Description:

The average score on each of the seven critical thinking skills should be at least 3.75 out of 5 (75%) for all MBA students.

Findings Description:

Learning objective being assessed: critical thinking. To exhibit critical thinking, students will ...

- 1. Construct appropriate tables and charts utilizing current best practice.
- 2. Conduct hypothesis tests about population means and proportions.
- 3. Analyze data for purposes of identifying a pattern and making a prediction.
- 4. Construct a valid spreadsheet model using Excel.

Each sub learning objective (LO1, LO2, LO3, LO4) listed above will be assessed via embedded exam questions in BANA 5364. Each student will be rated as meeting expectation for an LO if they answer 80% of the associated questions for that LO correctly. Students who answer 90% of the questions correctly will be rated as exceeded expectations. Success for the LO will be defined as at least 80% of students meeting or exceeding expectations.

Learning objective (listed above)	Method of assessment: exam-embedded questions. List the number of questions employed	Number* of students not meeting expectations (< 80% correct or other criterion)	Number of students meeting but not exceeding expectations (80 – 89% correct)	Number of students exceeding expectations (90% or higher correct)	Total number of students assessed (sum of 3 previous columns)	Percent of students who met or exceeded expectations (column 4 +column 5)/column 6
1	Final Exam Questions	5	31		36	86.1%
2	Final Exam Questions	10	26		36	72.9%
3	Final Exam Questions	8	28		36	78.4%
4	Final Exam Questions	7	29		36	80.9%

RELATED ITEM LEVEL 3

Critical Thinking Assignments

Action Description:

The location of assessment (which course) is being shifted to determine whether the lower success rates are related to critical thinking deficiencies or related to the course material on which critical thinking was assessed (statistics).

Fall 2024 in ACCT 5304 using a new indicator (a case study that addresses a broader definition of critical thinking than was assessed when using BANA-specific topics).

RELATED ITEM LEVEL 1

Strategic Decision-making

Learning Objective Description:

Graduates of the MBA program should be able to consider different strategic options using available evidence through the lens of organizational goals and generate applicable solutions for business problems.

RELATED ITEM LEVEL 2

Strategic Decision-making Assignments

Indicator Description:

Assignments throughout the MBA courses will be assessed using a common rubric on four skills: 1) perform environmental scanning; 2) identify and retrieve needed and relevant business information; 3) integrate and synthesize strategic information; and 4) generate plausible and innovative solutions to problems. Students receive scores ranging from 1 to 5, with 1 = emerging skill and 5 = mastery of skill.

Criterion Description:

At least 80% of sampled students should answer at least 80% of the questions correctly for each of the four strategic decision-making skills.

Findings Description:

Learning objective being assessed: strategic decision making. To exhibit strategic decision making, students will ...

- 1. Perform environmental scanning necessary for strategic decisions.
- 2. Identify and retrieve needed and relevant business information effectively and efficiently.
- 3. Integrate and synthesize strategic information in competitive analysis.
- 4. Generate plausible and innovative solutions to problems

Each sub learning objective (LO1, LO2, LO3, LO4) listed above will be assessed via embedded exam questions in MGMT 5390. Each student will be rated as meeting expectation for an LO if they answer 80% of the associated questions for that LO correctly. Students who answer 90% of the questions correctly will be rated as exceeded expectations. Success for the LO will be defined as at least 80% of students meeting or exceeding expectations.

Learning objective (listed above)	Method of assessment: exam-embedded questions. List the number of questions employed	Number* of students not meeting expectations (< 80% correct or other criterion)	Number of students meeting but not exceeding expectations (80 – 89% correct)	Number of students exceeding expectations (90% or higher correct)	Total number of students assessed (sum of 3 previous columns)	Percent of students who met or exceeded expectations (column 4 +column 5)/column 6
1	16	2	8	18	28	92%
2	9	5	9	14	28	82%
3	14		2	26	28	100%
4	25	5	11	12	28	82%

RELATED ITEM LEVEL 3

Strategic Decision- making Assignments

Action Description:

New assessment instruments will be put in place to better pinpoint student weaknesses. The success rates with the previous instruments have remained higher than the relevant faculty deem to be correct based on students' overall performance on this goal.

- oFall 2024 in MGMT 5390 using a new indicator (a case study)

Update to Previous Cycle's Plan for Continuous Improvement Item

Previous Cycle's Plan For Continuous Improvement (Do Not Modify):

Closing Summary

While the goals will likely remain the same, the task of analyzing the data from the assessment of those goals will now fall to the Graduate Faculty Committee. We are currently seeking a volunteer to take the lead on the data collection, but until one is selected, this role will remain with the Assistant Dean (potentially transferring to the soon to be hired new Associate Dean.)

Update of Progress to the Previous Cycle's PCI:

The Graduate Faculty Committee (plus additional members of the faculty who teach required MBA courses) were informally divided into 3 groups: one for each learning objective (competency goal). They met via email/Zoom during May and June of 2024 to discuss the assessment results and determine appropriate action items. By and large, the majority of the success criteria have been being consistently met however it was not felt that our students were truly fully proficient in these skills. It was determined that in the next cycle different instruments would be used that might highlight micro-areas in which students need improvement.

New Plan for Continuous Improvement Item

Closing Summary:

For the 2024-25 cycle, Written Communication will be assessed in BUAD 5310 using a new rubric, Critical Thinking will be assessed in ACCT 5304 using a case study, and Strategic Decision Making will be assessed in MGMT 5390 using a case study.